

IF - Academic + Clinical Relationships

A - Search for

4 - Experiences of specific other agencies

Yale

MEMORANDUM OF AGREEMENT made this first day of October, 1923,

by and between University, hereinafter called the University, the

----- hereinafter called the Hospital, and the

----- hereinafter called the

WITNESSETH THAT,

WHEREAS, the parties desire to place the education of nurses on a higher plane, by improving methods of training and teaching nurses, and thereby rendering better service to patients, and

WHEREAS, in pursuance of the aforesaid object, the University has established as a department thereof a School of Nursing and

WHEREAS, the Hospital, in pursuance of said object, desires to promote the same by placing at the disposal of the University, through the School of Nursing, the opportunities afforded in its wards for instruction, thereby rendering the Hospital more useful to its patients and to the community, and affording the best opportunities for the University to instruct and train nurses through said School of Nursing.

NOW THEREFORE, the parties agree, each in consideration of the agreements of the others as follows:

FIRST. The University through its School of Nursing, shall nominate the nursing staff of the Hospital, which staff shall consist of the Superintendent of Nurses, one or more Assistant Superintendent of Nurses, one or more Supervisor of Nurses, and the Head Nurses of all units in which teaching of nurses is done.

SECOND. The nominations so made by the University will be presented to the Executive Committee of the Hospital Society and to the Executive Committee of the Training School on or before the first day of May in each year, and said two Executive Committees shall either accept or reject said nomination. If and when said nominations shall be accepted by said two Executive Committees,

the persons so nominated shall be appointed, and shall become subject to all the rules and regulations of the Hospital. The Supt. of the Hospital shall be the executive ranking officer of the Hospital, in full charge of its operation, subject to the Board of Directors of the Hospital, and he shall be held responsible by the Directors for seeing that all phases of hospital activities are properly carried on.

THIRD. If any nominations to the nursing staff of the Hospital shall be rejected by the Executive Committee of the General Hospital Society or by the Executive Committee of the - - - - Training School, and written reasons given for such rejection, stating the ground thereof, such nomination shall be withdrawn, and another nomination or nominations shall be promptly submitted by the University, until a nomination satisfactory to said Executive Committee of the Hospital Society and to said Executive Committee of the - - - - School shall be made, it being the intent of this agreement that the Hospital shall secure for the care and treatment of its patients the highest degree of nursing skill that can be furnished by said University through its School of Nursing. In case of failure to secure a nomination or nominations satisfactory to the Executive Committee of the - - - - Hospital Society and to the Executive Committee of the - - - - - Training School for a period of three months from the time when any vacancy shall occur, such vacancy shall be filled by the action of the Executive Committee of the - - - - - Hospital Society and of the Executive Committee of the - - - - - Training School, but appointees to such vacancies so filled shall not hold any position in said University or said School of Nursing unless and until they shall have been approved by the University.

FOURTH. The compensation of the nursing staff, as said nursing staff is defined in the first article of this agreement, shall be paid by the parties as follows: One-half of the compensation of each member of said staff shall be paid by the University, through its School of Nursing; and the - - - - - Training School

shall pay the other half of the compensation of said members, so far as its resources will permit, and the Hospital shall pay the remainder of said other half, and a part of the share to be paid by the Hospital shall be in the form of maintenance supplied to said individuals upon an agreed schedule of the cost of maintenance of such individuals, to be agreed upon informally by the executive officers of the Hospital and the University, and subject to change from time to time.

FIFTH. The University is to pay the full compensation of all necessary teaching personnel other than said nursing staff as defined in the first article of this agreement, except in instances where arrangements will be made with the hospital for the services of other individuals, members of the Hospital staff, who shall from time to time participate in the teaching program.

SIXTH. The University shall pay all expenses incident to the instruction or supervision of nurses in its School of Nursing, outside of the Hospital, including expenses for secretaries and other necessary personnel, expenses for supplies, and expenses incident to instruction, and expenses for part time instructors from other departments of the University. These expenses are to be budgeted and approved in the same manner as other University expenses.

SEVENTH. The University will furnish for instruction in and work in the Hospital the student nurses in its School of Nursing, and the Hospital will provide said student nurses with opportunities for instruction and for practical work and experience, and the Hospital will provide said student nurses with six complete uniforms a year during their period of hospital training, and will provide for such student nurses maintenance, or its monetary equivalent, in direct proportion to the number of hours of service which the student nurses render to the Hospital in the care and treatment of patients. Full maintenance for a student nurse will be furnished in return for an average of six hours per day of nursing service rendered, and for less than an average of six hours service a day, that proportion of maintenance will be furnished which the average hours of service per day bear to six

hours. All duties and assignments of student nurses to nursing services in the hospital are to be made by the Superintendent of the - - - Hospital and the Dean of the School of Nursing, acting jointly, through the Superintendent of Nurses. The Nursing Staff, as hereinbefore defined, the personnel of the School of Nursing, and the student nurses, are to be subject to all the rules and regulations of the - - - - Hospital, and relating to the care and nursing of patients therein.

EIGHTH. The Hospital is to employ and pay all necessary graduate nurses for floor duty, and will employ and pay orderlies, ward maids, ward helpers and other assistants, all of whom are to be appointed and controlled by the Superintendent of the Hospital, through the Superintendent of Nurses, and are to be subject to the rules and regulations of the Hospital.

NINTH. This agreement may be terminated by any party hereto by giving one year's notice in writing to each of the other parties.

IN WITNESS WHEREOF, the parties hereto have caused their respective signatures to be affixed by their respective officers hereunto duly authorized.

- - - - UNIVERSITY

By _____
Its President

THE - - - - - HOSPITAL

By _____
Its - - - - -

THE - - - - - SCHOOL OF NURSING

By _____
Its - - - - -

BOARD OF TRUSTEES

Trustees Committee on the School of Nursing

Director of Hospital

Supt. of Nurses and Principal School of Nursing

Senior Ass't. of Nurses and Principal

School of Nursing
Advisory Committee

Ass't Supt. Nurses
in charge of
Nursing Service

Ass't. Principal and
Supervisor of Instruction
in Nursing

Instructors in
Public Health and
Nutrition

Ass't Principal
and Supervisor of
Science Instruction

Medical
Supervisor

Surgical and
Surg. Spec.
Supervisor

Surgical
Supervis-
ion

Night
Supervisor

Surgical
Orthopedic
Supervisor

Emergency
Ward Sep.

Pediatric
Supervisor

Ext. Fac.
Supervisor

Op. Room
Supervisor

Assistant
Medical
Supervisor

Med. Head
Nurses

Surgical
Head
Nurses

Surgical
Head
Nurses

Ass't Night
Supervisor

Surg.
Orthopedic
Head Nurses

Emergency
Wd. Hd. Ns

Pediatric
Head
Nurses

Ext. Pat.
Head
Nurses

Op. Room
Head
Nurses

Course of instruction

kept

Curriculum

Faculty
last month 1934
last year 1933

Curriculum

Instruction
in
Public Health and
Sanitation

in Nursing
Supervisor of Instruction
Nurse Principals and
Nurse Assistants

Nursing Service
in charge of
Nurse and Nurse
Aides

Nurse
Head Nurse

Nurse
Head Nurse

Nurse
Head Nurse

Nurse
Head Nurse

Nurse
Head Nurse

Nurse
Head Nurse

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Head Nurse

Nurse
Head Nurse

Nurse
Head Nurse

Supervisor
Nurse

Supervisor
Nurse

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Supervisor
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Supervisor
Nurse

Senior Nurse of Nurses and Principals

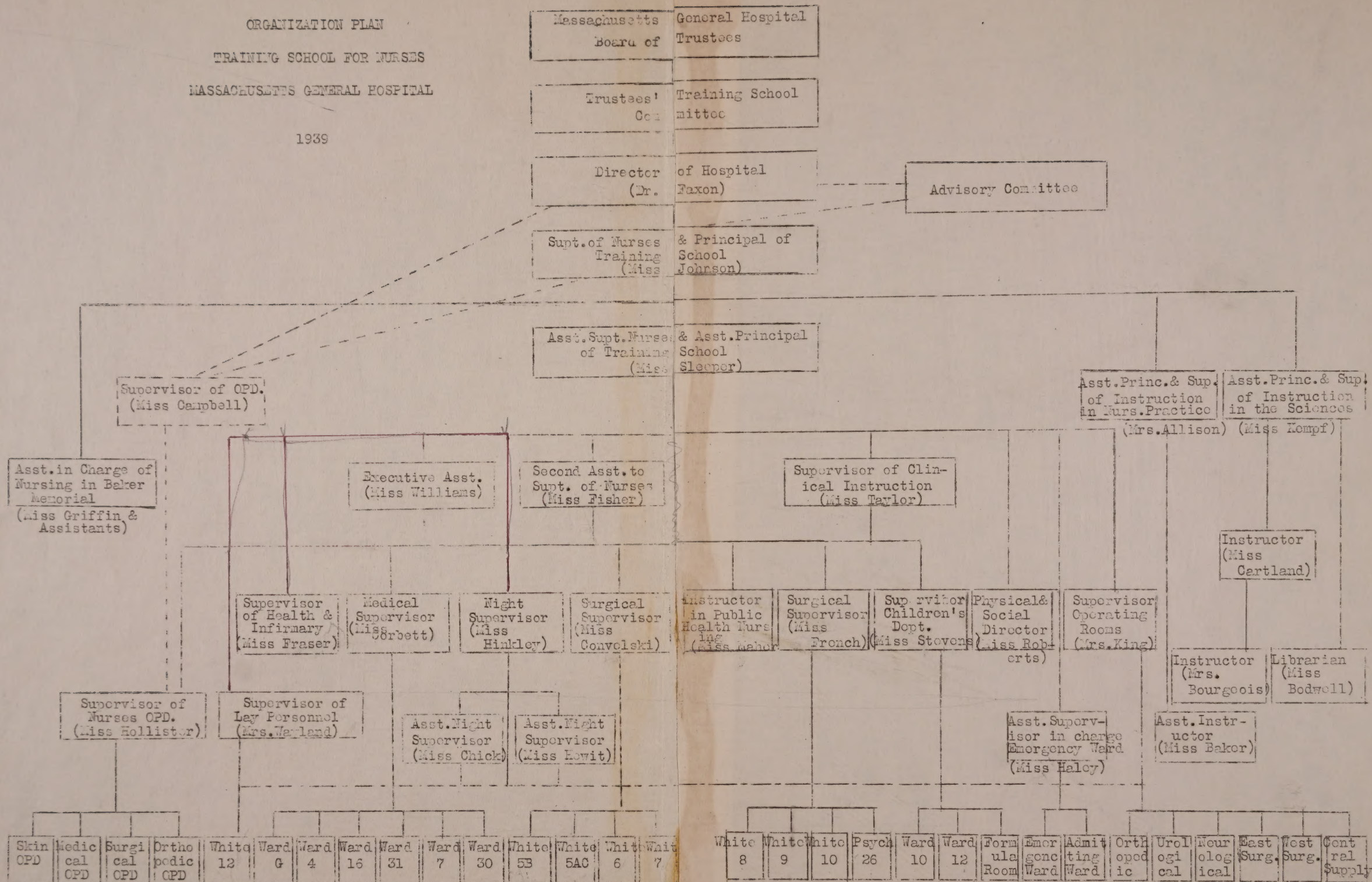
Supervisor of Nurses and Principals School of Nursing

Director of Hospital

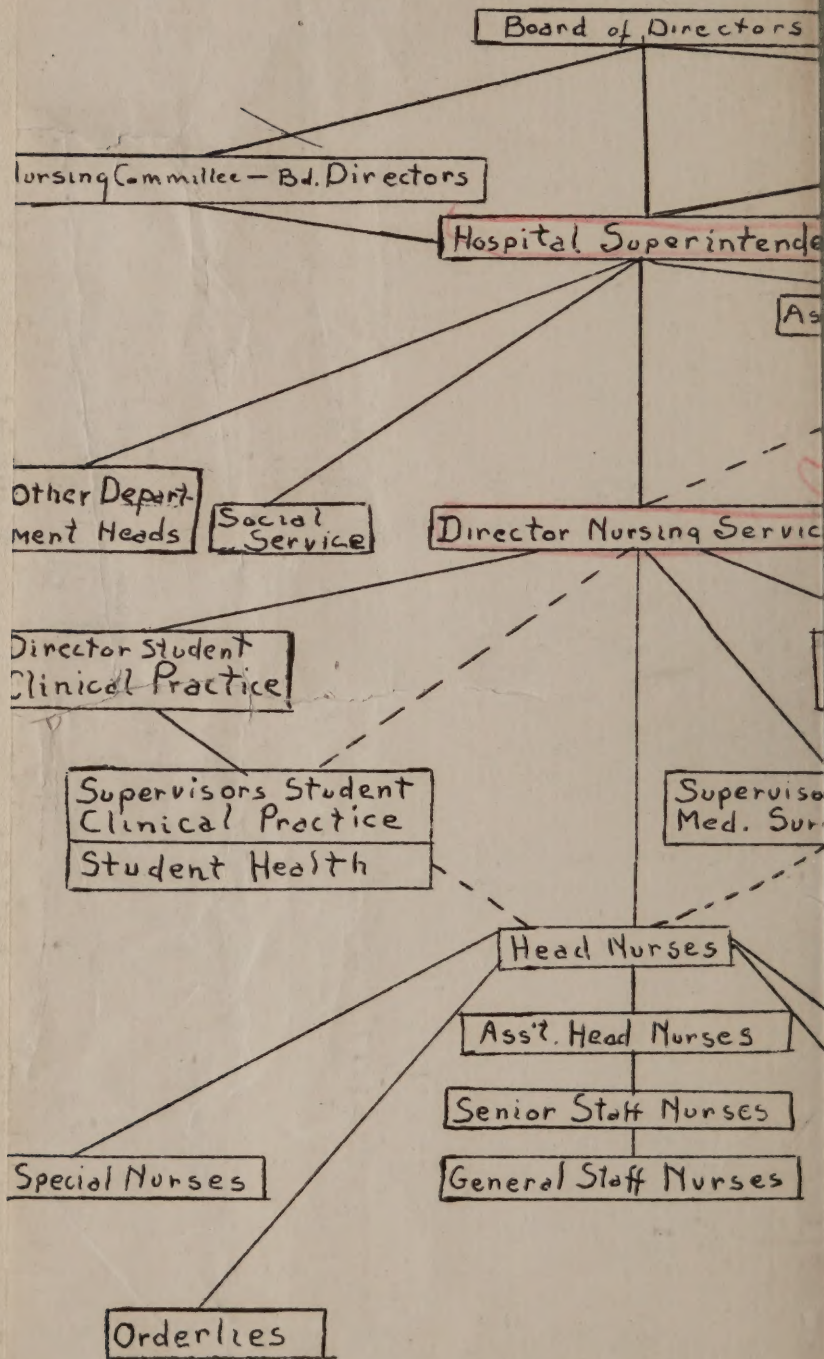
Transfer Committee on the School of Nursing

Board of the School

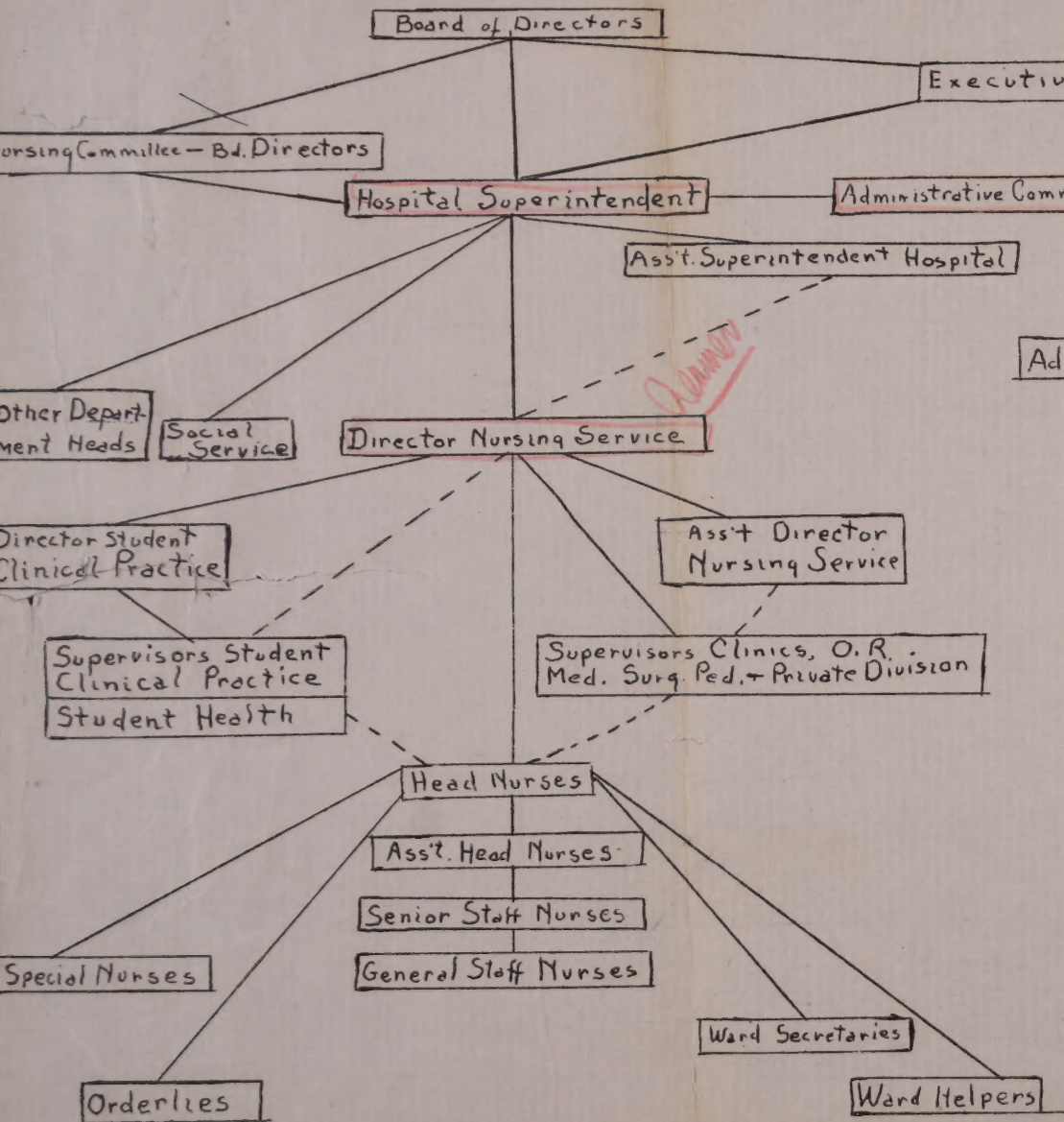
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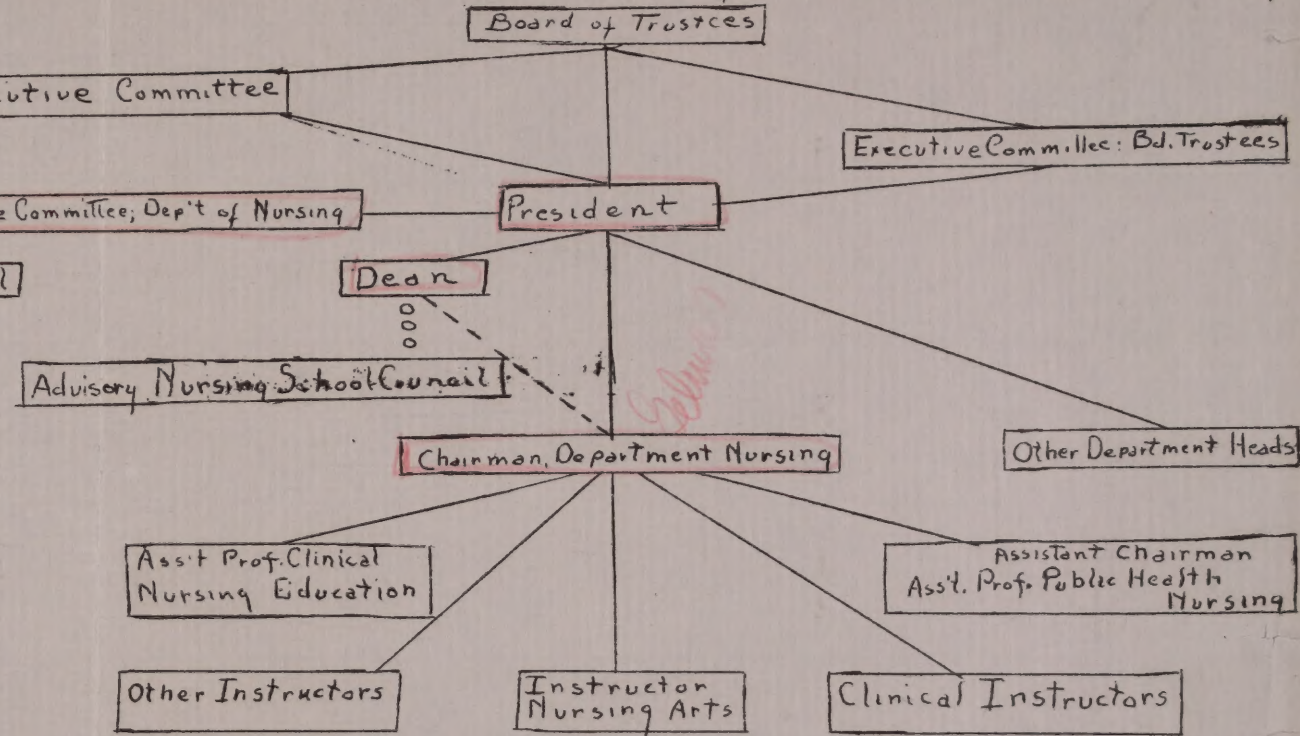
Basic Organization Plan; Hospital



Basic Organization Plan; Hospital Nursing Department



Basic Organization; College Department of Nursing



C O P Y

AGREEMENT made this 8th day of July 1941

between Skidmore College, an educational corporation located at Saratoga Springs New York and hereinafter referred to as the College, and the New York Post-Graduate Medical School and Hospital a corporation located in New York City hereinafter referred to as the Hospital.

WITNESSETH:

That, whereas, it is to be the mutual interests of the parties hereto that the students enrolled in the Department of Nursing of the College be given an opportunity to use the facilities of the Hospital as a clinical field.

NOW THEREFORE it is hereby understood and agreed by the parties hereto as follows:

1. The College agrees that all the students in the Department of Nursing of the College shall be assigned to the Hospital for instruction and practice in Medical, Pediatric, and Surgical nursing including operating room, out-patient department and diet therapy as prescribed in the published curriculum.

2. The Hospital agrees to provide the said students while in the process of learning nursing with practice in all such clinical departments enumerated in #1 as are indicated in the curriculum.

3. The College agrees to the requirement that all students before beginning the clinical instruction and practice in the Hospital, shall have completed at least 62 hours of which at least 60 hours shall carry academic credit. All candidates shall fulfill the course requirements of the Skidmore College Department of Nursing including instruction in English, Biology, Chemistry, Psychology, Sociology, Cooking and Physical Education. The College reserves the right to accept transfer students to the Department of Nursing from an accredited College or University.

4. The Hospital agrees not to set up a school of nursing on the basic professional level while this agreement is in effect. It further agrees to offer no clinical courses to students of other nursing schools without the approval of the Department of Nursing of Skidmore College. It further agrees to provide office for instructors.

5. It is further agreed by the parties hereto that the faculty in the Department of Nursing of the College shall be responsible for the planning and administration of the curriculum while the students are in the Hospital. It is further agreed that appointments of officers of instruction in the Department of Nursing of the College who participate in the instruction and practice given in the Hospital shall be approved by the Hospital.

6. The Hospital agrees to maintain an adequate and qualified personnel in such divisions in which students are placed in order that the character of the nursing service for the education of students, may be mutually acceptable to the Hospital and College.

6. The Hospital agrees that the assignment of students to all services shall be jointly made by the chairman of the Department of the College and the Director of Nursing of the Hospital or their representatives in order that the students shall receive practice and instruction in accordance with the curriculum. The College shall at all times give consideration to recommendations of the Hospital concerning students. It is further agreed that while in the Hospital the students shall be governed by the regulations of the institutions.

7. In any problem arising in relation to the administration of the *Skidmore*
8. It is further agreed that the officers of instruction in the *Skidmore*
College Department of Nursing concerned with the clinical instruction and
practice shall be paid jointly by the College and Hospital in the proportion
to be agreed upon by the Administrative Committee.

9. It is agreed by the parties hereto that this agreement shall go
into effect. It is understood that the College will fix tuition charges and other
fees and will be responsible for the collection of the same. It shall administer
scholarship and loan funds for the benefit of the students. Admission of
students to the course and their continuation shall be within the jurisdiction
of the College and in accordance with its rules and regulations. *Skidmore*
the full program offered in this joint plan.

10. The College further agrees to pay a sum to be agreed upon by the
Administrative Committee for the teaching services rendered by the members
of the hospital personnel and medical staff. *Skidmore*

11. It is agreed by the Hospital that maintenance (i.e., board, room,
and nurses' laundry) be provided for students in return for services rendered
while gaining experience in the practice of nursing.

It is further agreed that the hours of student practice in the Hospital
shall be regulated by the Administrative Committee at the different stages of
the program so that the students may gain experience in the practice of nursing
as indicated in the published *Skidmore* Curriculum.

It is further agreed that the hours of student practice in the Hospital
shall not exceed those prescribed in the curriculum.

12. The *Skidmore* College Department of Nursing agrees to provide a yearly
appropriation to be agreed upon by the Administrative Committee for reference
books to be used by the students in the Hospital. This amount should not
exceed \$200 annually. The Hospital agrees to house these books; it further
agrees to provide adequate space and service for the library of the school of
nursing in the new medical library when it is completed. The Hospital further
agrees to grant to students the free use of medical library facilities. All
books purchased with *Skidmore* funds are to bear the college book plate and are
to be regarded as the permanent property of the College.

13. The Hospital agrees to provide lecture and demonstration rooms available
at times advantageous to the school of nursing. It further agrees to provide
office for instructors.

14. The Hospital agrees to provide the quantity and quality of equipment
needed to facilitate good nursing care.

15. The Hospital agrees to provide student residence facilities acceptable
to the College.

16. The Hospital agrees to provide student health service and to care
for the student during illness for a reasonable time as compatible with existing
rules of the Hospital.

17. In any problem arising in relation to the administration of the proposed program not provided for in this contract or in any interpretation of the terms used in this contract, the decision of the Executive Committee shall be final.

THE UNIVERSITY OF ILLINOIS BOARD OF TRUSTEES

18. It is agreed by the parties hereto that this agreement shall go into effect on July 8th, 1941. It is further agreed that if and when either party to the agreement desires to withdraw from it, withdrawal shall not become effective until a notice of one year is granted. It is further agreed that such withdrawal shall not become effective until the students enrolled in the Hospital shall have an opportunity to complete the full program offered in this joint plan.

IN WITNESS WHEREOF, the parties herein named have executed this agreement in duplicate and have affixed their corporate seals hereto on the day and year above mentioned.

Witnesses:		St. Louis COLLEGE	
Faculty	Faculty	Faculty	Faculty
By _____	By _____	By _____	By _____
Research and Educational Hospitals and Clinics	Research and Educational Hospitals and Clinics	Research and Educational Hospitals and Clinics	Chairman of the Board of Trustees Educational Hospitals
By _____	By _____	By _____	New York Post Graduate Medical School and Hospital
Director of Nursing Service	Medical Staff	Pharmacy Staff	Dental Staff
Instructors-Clinical Nursing Staff in Research Hospital			By _____
			President of Board of Directors
Students	Students	Students	Students

Note:— The Research Hospitals are administered by a Superintendent of Hospitals who is also the Business Manager of the University funds, equipment and buildings on the Chicago Campus.

ORGANIZATION OF THE HOSPITAL
THE UNIVERSITY OF ILLINOIS BOARD OF TRUSTEES

The President - Urbana, Illinois

Chicago Campus

Executive Dean - Chicago Colleges

Dean College of
Nursing

Faculty

Research and
Educational
Hospitals and
Clinics

Director of
Nursing Service

Instructors-
Clinical
Nursing Staff in
Research Hospital

Students

Dean College of
Medicine

Faculty

Research and
Educational
Hospitals and
Clinics

Medical Staff

Students

Dean College of
Pharmacy

Faculty

Research and
Educational
Hospitals and
Clinics

Pharmacy Staff

Students

Dean College of
Dentistry

Faculty

Research and
Educational
Hospitals

Dental Staff

Students

Note:-- The Research Hospitals are administered by a Superintendent of Hospitals who is also the Business Manager of the University funds, equipment and buildings on the Chicago Campus.

CLASS ROOMS AND LABORATORY SPACE REQUIRED FOR
THE COLLEGE OF NURSING
IN ADDITION TO THE SCIENCE LABORATORIES AND LECTURE HALLS
NOW AVAILABLE IN THE UNIVERSITY OF ILLINOIS

1 Instructor's desk

Nutrition tables with running water and gas plates,
individual cupboards and stools, as will be specified.

Space Required for Teaching of the Nursing Arts:

- A. 1 practice class room with cubicles divided by curtains
for 14 beds.

The regulation space approved for 14 beds should be allowed.

- B. Adjoining the above Unit should be:

1 Head Nurse's Office, which could also be used as a
charting room.

1 Utility Room
Other equipment as will be agreed upon.

- B. Adjoining the above Unit:

1 Linen Room
1 demonstration room with one nutrition table as
described above, and seats for 20 students.

1 Alcove for wheel chair, stretcher, etc.
This room could also be used as a teacher's room.

- C. 1 These rooms need not be as large as the rooms provided in
the regular ward unit. They should have facilities, however,
built in, which are to be found in the hospital ward, such as
sterilizers, sinks, medicine closets, cupboards, etc.
Running water should be provided in the wards and utility
rooms.

- C. Adjoining this Unit:

1 demonstration room large enough to seat 50 students,
with platform at end and good blackboards, should be
planned.

- D. 2 small offices, one for the director of this department
and one for her assistant.

1 large office for two instructors.

1 office for a secretary.

- E. 1 locker room with lockers for 18 students (with toilet
facilities and running water).

Note: These rooms will be in constant use.

CLASS ROOMS AND LABORATORY SPACE REQUIRED FOR
THE COLLEGE OF NURSING
IN ADDITION TO THE SCIENCE LABORATORIES AND LECTURE HALLS
NOW AVAILABLE IN THE UNIVERSITY OF ILLINOIS

Space Required for Teaching of the Nursing Arts:

- A. 1 practice class room with cabinets divided by curtains for 14 beds.
The regulation space approved for 14 beds should be allowed.
- B. Adjoining the above Unit should be:

1 Head Nurse's Office, which could also be used as a waiting room.

1 Utility Room

1 Treatment Room

1 linen Room

1 alcove for wheel chair, stretcher, etc.

These rooms need not be as large as the rooms provided in the regular ward unit. They should have facilities, however, built in, which are to be found in the hospital ward, such as sterilizers, sinks, medicine closets, cupboard, etc.
Running water should be provided in the wards and utility rooms.

C. Adjoining this Unit:

1 demonstration room large enough to seat 50 students, with platform at end and good blackboards, should be planned.

D. 2 small offices, one for the director of this department and one for her assistant.

1 large office for two instructors.

1 office for a secretary.

E. 1 locker room with lockers for 18 students (with toilet facilities and running water).

Note: These rooms will be in constant use.

Space Required for Teaching Nutrition and Diet Therapy

A. Space and equipment for 18 students, including:

- 1 Instructor's desk
- Nutrition tables with running water and gas plates, individual cupboards and stools, as will be specified.
- 2 gas stoves
- 2 sinks
- 1 electric refrigerator
- 1 dish and utensil cupboard (built in)
- 1 blackboard
- Other equipment as will be agreed upon.

B. Adjoining the above unit:

- 1 demonstration room with one nutrition table as described above, and seats for 20 students.
This room could also be used as a seminar room.

C. 1 office for instructor.

2 offices for secretaries

E. In addition an office should be planned for:

- 1 Registrar, with an adequate filing room for students' records adjoining.

A. Space and equipment for 18 students, including:

1 Instructor's desk

Nutrition tables with running water and gas plates,
individual cupboards and stools, as will be specified.

2 gas stoves

2 sinks

1 electric refrigerator

1 dish and utensil cupboard (built in)

1 blackboard

Other equipment as will be agreed upon.

B. Adjoining the above unit:

1 demonstration room with one nutrition table as
described above, and seats for 20 students.
This room could also be used as a seminar room.

C. 1 office for instructor.

Space Required for Offices for the Dean of the School

Space Required for Class and Lecture Rooms and Office in Educational Unit

As indicated by Dean Allen, suitable rooms should be set aside

A. 1 lecture or assembly room to seat 250 students, including for the whole school and faculty. (With raised platform)

B. 2 lecture rooms to seat 60 to 75 students, equipped with blackboards and for the use of a projector and moving pictures.

(It would be useful if the two smaller classrooms could be enlarged through the use of sliding doors.)

C. A reference library and reading room with tables and lamps for study should be planned somewhere in the unit.

A room should be planned in the Educational building.

D. In the Educational Unit offices should be planned for a professor in each of the following branches of Nursing:

Medical Nursing

Surgical Nursing

Obstetrical Nursing

Pediatric Nursing

Psychiatric Nursing

Note (1) The Dean of the School, when appointed, may have other

Public Health Nursing should be arranged, but provision should be made for approximately the number of

2 offices for secretaries indicated in these memoranda.

E. In addition an office should be planned for:

Note (2) Toilet facilities and running water should be planned

1 Registrar, with an adequate filing room for students' records adjoining.

Space Required for Class and Lecture Rooms and Office in Educational Unit

A. 1 lecture or assembly room to seat 250 students, including the whole school and faculty. (With raised platform)

B. 2 lecture rooms to seat 50 to 75 students, equipped with blackboards and for the use of a projector and moving pictures.

(It would be useful if the two smaller classrooms could be enlarged through the use of sliding doors.)

C. A reference library and reading room with tables and lamps for study should be planned somewhere in the unit.

D. In the Educational Unit offices should be planned for a professor in each of the following branches of Nursing:

Medical Nursing

Surgical Nursing

Gynecological Nursing

Pediatric Nursing

Psychiatric Nursing

Public Health Nursing

2 offices for secretaries

E. In addition an office should be planned for:

1 Registrar, with an adequate filing room for students' records adjoining.

Space Required for Offices for the Dean of the School

As indicated by Dean Allen, suitable rooms should be set aside for the Office of the Dean, her assistants, and secretary in the Administration Building of the Colleges. Single rooms with running water and clothes closets should be provided.

A conference or seminar room large enough for faculty meetings should be arranged if possible in this Unit. Otherwise, such

a room should be planned in the Educational building. and social purposes, such as for large and small entertainments and for receiving guests.

D. One room should be supplied for a fiction library.

E. Kitchenettes and laundry facilities should be available either on each floor or as may be decided upon.

F. A well-arranged and adequate infirmary, with accessory rooms, should also be included in the Residence, preferably on the top floor, or in a wing which could be readily shut off.

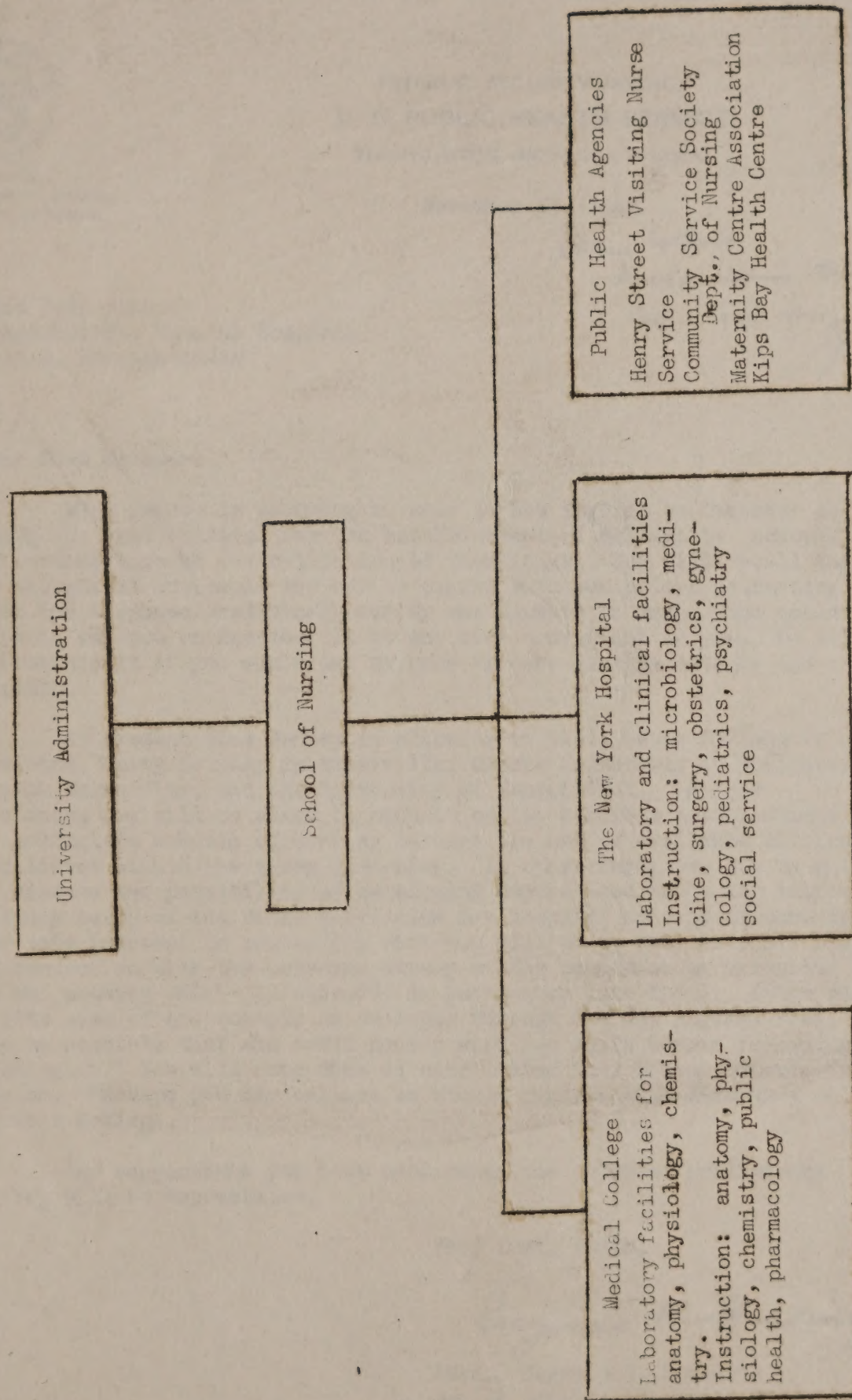
Note (1) The Dean of the School, when appointed, may have other ideas of how these rooms should be arranged, but provision should be made for approximately the number of rooms which have been indicated in these memoranda.

Before completing arrangements for the Residence, every detail

Note (2) Toilet facilities and running water should be planned size of room throughout. closets, running water, toilet and bathing facilities, etc., etc., and with reference to common rooms for recreation.

- A. It would be preferable to have a building for the Nursing School students only.
 - Otherwise, it would be desirable to have the building planned so that the students would be housed in separate wings or floors from those of the graduates.
 - Single rooms with running water and clothes closets should be provided.
 - B. If not provided elsewhere (not in the Union Building but on the Campus) a swimming pool and gymnasium should be planned in the residence.
 - C. Other facilities should include adequate rooms for general and social purposes, such as for large and small entertainments and for receiving guests.
 - D. One room should be supplied for a fiction library.
 - E. Kitchensettes and laundry facilities should be available either on each floor or as may be decided upon.
 - F. A well-arranged and adequate infirmary, with necessary rooms, should also be included in the Residence, preferably on the top floor, or in a wing which could be readily shut off.
 - G. Provision on the roof for sun treatments should be given consideration.
- Before completing arrangements for the Residence, every detail should be studied, particularly with reference to storage space, size of rooms, clothes closets, running water, toilet and bathing facilities, etc., etc., and with reference to common rooms for recreation.

Cornell University - New York Hospital School of Nursing
 Organization Chart - Functional



July 1942



IN REPLYING
ADDRESS THE SURGEON GENERAL
U. S. PUBLIC HEALTH SERVICE

FEDERAL SECURITY AGENCY
U. S. PUBLIC HEALTH SERVICE
WASHINGTON (BETHESDA STATION)

November 28, 1942

Dear White
Kathleen's telephone
Call. Ask me

Miss Ruth Sleeper
Massachusetts General Hospital
Boston, Massachusetts

pm
Dear Miss Sleeper:

Miss Jenney is planning to come to New England in December to study the possibilities for the establishment of collegiate schools of nursing through centralization of facilities. You will recall that we thought it advisable for her to confer with you before proceeding with the proposed preliminary survey she expects to make. She could plan to see you on December 14 at any time convenient to you. We will appreciate it if you could let us know at once if this date is convenient.

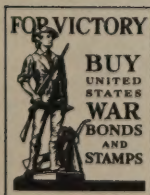
At present Miss Jenney is planning to visit Bates College in Lewiston, Colby College in Waterville, Clarke University at Worcester, Boston University, and the University of Connecticut. In some instances she will be asked to consult on the possible establishment of collegiate schools of nursing through the use of available clinical facilities within the given community. In other instances she is going to discuss the possibility of developing centralized plans for introductory terms of the basic curriculum for hospital schools of nursing. Her main interest in conferring with you will be to talk over her plans in connection with the proposed survey of one center as we discussed it in the meeting which you attended in Washington last April. After she visits some of the schools or colleges through the New England area, it may be possible that she could confer with you again before returning to Washington. You will note that we have listed only Boston University in Boston. Perhaps you may believe we should consult with Miss Wood at Simmons College.

Any suggestions you have concerning the proposed preliminary survey will be appreciated.

Very truly yours,

Eugenia K. Spalding

(Mrs.) Eugenia K. Spalding
Senior Nursing Education Consultant



FEDERAL SECURITY AGENCY
U. S. PUBLIC HEALTH SERVICE
WASHINGTON (BETHESDA STATION)



IN REPLYING
PLEASE THE BUREAU GENERAL
U. S. PUBLIC HEALTH SERVICE

November 28, 1942

Miss Ruth Sleeper
Massachusetts General Hospital
Boston, Massachusetts

Dear Miss Sleeper:

Miss Jenny is planning to come to New England in December to study the possibilities for the establishment of college schools of nursing through centralization of facilities. You will recall that we thought it advisable for her to confer with you before proceeding with the proposed preliminary survey she expects to make. She could plan to see you on December 14 at any time convenient to you. We will appreciate it if you could let us know at once if this date is convenient.

At present Miss Jenny is planning to visit Bates College in Lewiston, Colby College in Waterville, Clark University at Worcester, Boston University, and the University of Connecticut. In some instances she will be asked to consult on the possible establishment of college schools of nursing through the use of available clinical facilities within the given community. In other instances she is going to discuss the possibility of developing centralized plans for introductory terms of the basic curriculum for hospital schools of nursing. Her main interest in conferring with you will be to talk over her plans in connection with the proposed survey of one center as we discussed it in the meeting which you attended in Washington last April. After she visits some of the schools or colleges through the New England area, it may be possible that she could confer with you again before returning to Washington. You will note that we have listed only Boston University in Boston. Perhaps you may believe we should consult with Miss Wood at Simmons College.

Any suggestions you have concerning the proposed preliminary survey will be appreciated.

Very truly yours,

(Mrs.) Eugenia K. Spaulding
Senior Nursing Education Consultant



December 6, 1942.

Mrs. Eugenia K. Spalding
Senior Nursing Education Consultant
U.S. Public Health Service
Washington - D.C.

Dear Mrs. Spalding:

Now that we have come up for air I can answer your letter. I shall be glad to have Miss Jenney on the 14th at 2 p.m.. Since Simmons College has its own School of Nursing, I question how much they will be able to do for you. However, Miss Wood is a very sound thinker, - probably one of our best people in New England. I think she would be very helpful in guiding Miss Jenney and very understanding of your needs even if Simmons could not participate. I certainly should not wish to omit Miss Wood from the list of those who ~~may~~ help.

I shall look forward to seeing Miss Jenney and to hearing of your plans.

RS-LG

Sincerely yours,

Ruth Sleeper, R.N.
Assistant Principal

COLBY JUNIOR COLLEGE
NEW LONDON, NEW HAMPSHIRE

JUL 20 1943

OFFICE OF THE PRESIDENT

July 20, 1943

Superintendent Sally Johnson, R. N.
Massachusetts General College of Nursing
Boston, Massachusetts

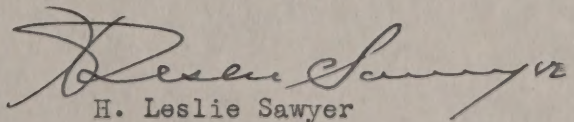
Dear Miss Johnson:

We are beginning our first year of pre-nursing course in September with emphasis on science, psychology and sociology with the hope that by 1944 we will have adequate facilities to meet the stringent requirements of the best schools of nursing. Dr. Dorothy Barton, formerly of Yale School will bear much of the burden of this course, as far as physiology, anatomy and biology are concerned. Do you have an extra copy of the curriculum and syllabi I might borrow for a week in order to make copies for guidance.

I think I wrote you some time ago that the State of New Hampshire granted us the privilege to award a B. S. degree to properly qualified candidates which includes schools and colleges of higher education to which our graduates may transfer. Your school of nursing is one of the higher schools of specilization which would normally come under this act.

Your continued help will be appreciated.

Sincerely yours,



H. Leslie Sawyer

HLS:BMF

Should we follow

THE JOHNS HOPKINS HOSPITAL

WINFORD H. SMITH, M. D., DIRECTOR

WARFIELD T. LONGCOPE, M. D.
PHYSICIAN-IN-CHIEF

ALFRED BLALOCK, M. D.
SURGEON-IN-CHIEF

JOHN C. WHITEHORN, M. D.
PSYCHIATRIST-IN-CHIEF

EDWARDS A. PARK, M. D.
PEDIATRICIAN-IN-CHIEF

NICHOLSON J. EASTMAN, M. D.
OBSTETRICIAN-IN-CHIEF

ALAN C. WOODS, M. D.
OPHTHALMOLOGIST-IN-CHIEF

RICHARD W. TE LINDE, M. D.
CHIEF GYNECOLOGIST

ARNOLD R. RICH, M. D.
ACTING PATHOLOGIST

Baltimore-5, Maryland

October 11, 1944

Miss Ruth Sleeper, R.N.
Massachusetts General Hospital
Boston, Massachusetts

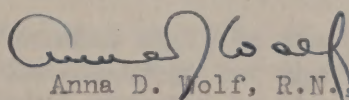
Dear Miss Sleeper

I am writing to tell you that only yesterday I talked with an official representative of the Cornell University--New York Hospital School of Nursing, who told me that the title of the school is always used as aforementioned in this letter.

This is in reference to our conversation regarding your question, "Why was the title, New York Hospital School of Nursing, the first in the joint title?" You will note on the bulletin of the school, the title of the school is as found in the first paragraph of this letter.

As I said to you in conversation, I know the joint title was suggested originally because it was thought that the alumnae and Board of Governors of the school and hospital could be won over to the plan more readily.

Sincerely yours



Anna D. Wolf, R.N., Director
School of Nursing and Nursing Service

ADW:MFL

Section 1. The Secretary-Treasurer, in general, the correspondence of the Faculty shall be the business of the Secretary of the Faculty and shall be subject to the approval of the Faculty. The Secretary shall have custody of all records and papers belonging to the Faculty and shall be responsible for the safekeeping of the same.

BY-LAWS
of
THE FACULTY
THE JOHNS HOPKINS HOSPITAL SCHOOL OF NURSING

ARTICLE I -- Name

Faculty of the Johns Hopkins Hospital School of Nursing.

ARTICLE II -- Objects

The objects of the Faculty of the Johns Hopkins Hospital School of Nursing are:

- 1- To formulate all policies which will further the aims of the school and the nursing service and to present these to the Advisory Board of the School of Nursing.
- 2- To promote all policies approved by the Board of Trustees of the Hospital
- 3- To foster interdepartmental relationships and general interest in the welfare of patients, students, and graduate staff.
- 4- To promote professional growth and stimulate research in nursing education.

ARTICLE III -- Membership

The active members of the Faculty shall consist of -

- 1- The director, associates and assistants to the director, heads of departments, supervisors, assistant supervisors, instructors and head nurses.
- 2- Special members upon election by the Faculty at any one of its regular meetings.

ARTICLE IV -- Officers

Section 1. The officers shall be Chairman, Vice-Chairman, Secretary-Treasurer.

Section 2. The Chairman shall be the Director of the School of Nursing. The Vice-Chairman and the Secretary-Treasurer shall be appointed annually by the Executive Committee.

ARTICLE V -- Duties of Officers

Section 1. The duties of the officers shall be such as are implied by their respective titles and as herein set forth in the by-laws.

Section 2. The Chairman shall preside at all meetings; shall have the power to call meetings; shall appoint all committees not otherwise provided for; shall be an ex-officio member of each committee and shall, in case of tie, cast the deciding vote.

The Chairman of each committee shall have opportunity to report at each meeting and must give a written annual report.

THE JOHNS HOPKINS HOSPITAL SCHOOL OF NURSING

ARTICLE I - Name

Faculty of the Johns Hopkins Hospital School of Nursing.

ARTICLE II - Objects

The objects of the Faculty of the Johns Hopkins Hospital School of Nursing are:

1- To formulate all policies which will further the aims of the school and the nursing service and to present those to the Advisory Board of the School of Nursing.

2- To promote all policies approved by the Board of Trustees of the Hospital.

3- To foster interdepartmental relationships and general interest in the welfare of patients, students, and nursing staff.

4- To promote professional growth and ethical standards in nursing education.

ARTICLE III - Membership

The active members of the Faculty shall consist of -

1- The Director, assistant and assistants to the Director, heads of departments, superintendents, assistant superintendents, instructors and head nurses.

2- Special members upon election by the Faculty at any one of its regular meetings.

ARTICLE IV - Officers

Section 1. The officers shall be Chairman, Vice-Chairman, Secretary, Treasurer.

Section 2. The Chairman shall be the Director of the School of Nursing. The Vice-Chairman and the Secretary-Treasurer shall be appointed annually by the Executive Committee.

ARTICLE V - Duties of Officers

Section 1. The duties of the officers shall be such as are implied by their respective titles and as herein and therein set forth in the By-Laws.

Section 2. The Chairman shall preside at all meetings and shall have the power to call meetings and appoint all committees and other bodies and shall be an ex-officio member of each committee and shall, in case of his, keep the faculty informed.

Section 3. The Secretary-Treasurer shall conduct, in general, the correspondence of the Faculty; shall keep the minutes of the meetings of the Faculty and submit them to the Faculty for correction and approval. She shall have custody of all records and papers belonging to the Faculty not otherwise provided for. She shall receive all monies belonging to the Faculty and shall pay bills incurred by the Faculty as authorized by the Chairman.

ARTICLE VI -- Meetings

Section 1. The Faculty shall hold regular meetings, the time and place to be determined by the Executive Committee.

Section 2. Special meetings may be called at the discretion of the Chairman.

ARTICLE VII -- Dues

Each member of the Faculty shall pay yearly dues of \$1.00. These dues are payable in October.

ARTICLE VIII -- Standing Committees and Special Committees

Section 1. There shall be nine standing committees.

Section 2. The standing committees shall be:

- 1- Executive Committee
- 2- Curriculum Committee
- 3- Committee on Admissions
- 4- Committee on Nursing Arts
- 5- Committee on Library, Publications, and Illustrative material
- 6- Committee on Staff Education
- 7- Committee on Records and Grading
- 8- Committee on Student and Staff Welfare
- 9- Committee on Revisions and Resolutions

Section 3. Membership

1. The Executive Committee shall consist of the Director of the School of Nursing, the Associates and the Assistants to the Director, Heads of Departments and Supervisors.
2. The other standing committees shall consist of not less than three members and to be nominated and elected by the Executive Committee each year after the first fall meeting.

Section 4. Chairman

The Chairman of the Executive Committee shall be the Director of the School of Nursing; the Chairman of the Committee on Nursing Arts shall be the Instructor in Nursing Arts; the Chairman of the Curriculum Committee shall be the Director of Instruction; all other chairman of committees shall be nominated and elected by the Executive Committee each year after the fall meeting.

Section 5. Reports

The Chairman of each committee shall have opportunity to report at each meeting and must give a written annual report

at the meeting. In the absence of the President, another member shall give the report.

ARTICLE IX Duties of Committees

Section 1.

Executive Committee: The functions of this committee shall be to consider the policies and activities of the school and of the nursing service in accordance with the Advisory Board of the School of Nursing educational policies and such other matters as may be deemed desirable for the development of the school; to transmit the general business within the approved and established policies; and to appoint standing and special committees as designated.

A written report of the meetings of the Executive Committee shall be submitted to the faculty at each of its regular meetings. This committee shall have four sub-committees as follows:

1-2-3-4-Committees on First, Second and Third Year Students: The functions of these committees shall be to consider the status of students within their respective groups, and to make the necessary recommendations regarding their acceptability, promotion, and graduation to the Executive Committee.

Written reports of their meetings shall be sent to the Director of the School.

Committee on Affiliating Students: The functions of this committee shall be to pass upon the acceptability of students affiliating at the present time and those applying for affiliation in the future to study our clinical facilities in accordance with the standards which should be strictly followed in recommending whether affiliations should be accepted or not; to make for such housing, length of affiliation, cost, etc.; and to study the performance of affiliating students and make recommendations concerning their continuance in or withdrawal from the school.

Section 2.

Research Committee: The functions of this committee shall be to study the basic nursing to plan a course in leading edge the various professional and educational policies and standards; and to make effective a well coordinated and balanced schedule of theory and practice.

The committee shall have a sub-committee on graduate students. The functions of this committee shall be to consider matters relative to degrees offered graduate students; to arrange special programs requested by outside agencies; and to make recommendations to the Executive Committee accordingly.

Section 3.

Committee on Admissions: The functions of this committee shall be to study recommendation requirements for the basic nursing to recommend any change in these requirements to the Executive Committee; to examine qualifications of applicants; and to recommend them for admission or rejection to the Director of the School.

- Section 4. Committee on Library, Publications, and Illustrative Material: The functions of this Committee shall be to regulate activities of the library; to determine all accessions and subscriptions to current literature; and to arrange for the use of teaching aids.
- Section 5. Committee on Nursing Arts: The function of this committee shall be to review nursing techniques and recommend changes to the Executive committee. A medical advisory committee appointed by the Medical Board shall consider and approve all major changes.
- Section 6. Committee on Staff Education: The functions of this committee shall be to plan such activities and encourage such activities for individual professional development; to foster support of professional organizations through active participation; and to stimulate interest in original contributions to nursing.
- Section 7. Committee on Grading and Records: The functions of this committee shall be to review the current grading and record system and make necessary changes; to set up new forms as the need arises; and to give guidance in the interpretation of the grading system and the use of records.
- Section 8. Committee on Students and Staff Welfare: This committee shall have three sub-committees:
- 1- House Committee: The functions of this committee shall be to promote agreeable living arrangements in the nurses' residence and to investigate and approve rooms for graduate nurses who must live outside.
 2. Committee on Student and Staff Health: The functions of this committee shall be to consider policies and special problems relating to the health service for students and graduates and to assist in the interpretation of the policies of the health service and in the stimulation of interest in the promotion of health of the various groups.
 3. Committee on Student- Staff Relationship: The function of this committee shall be to formulate and promote plans for student and staff relationships.
- Section 9. Committee on Revisions and Resolutions: The function of this Committee shall be to consider and recommend to the Faculty any revision of these by-laws and to propose any resolutions deemed necessary.

ARTICLE X - Voting Body and Quorum

Section 1. The voting body shall consist of all active members of the Faculty.

Section 2. It shall be the duty of a member, when it is impossible to be present at a meeting, to notify the secretary prior to the meeting.

ARTICLE XI - Roll Call

There shall be roll call at each regular meeting of the Faculty.

Section 4. Library and Library Committee: The Library Committee shall be composed of five members, to be elected by the faculty; to determine all necessary and appropriate measures for the library; to determine the use of teaching aids.

Section 5. Committee on Student Affairs: The function of this committee shall be to review existing conditions and recommend changes to the faculty committee. A special advisory committee appointed by the faculty shall consider and approve all other matters.

Section 6. Committee on Staff Relations: The function of this committee shall be to plan activities and programs and activities for the faculty, professional and administrative staff, to foster support of professional organizations through active participation; and to stimulate interest in original contributions to nursing.

Section 7. Committee on Faculty and Students: The function of this committee shall be to review the current faculty and student status and make necessary changes; to act as an advisory body on the faculty and to give guidance in the information of the faculty and the use of resources.

Section 8. Committee on Student and Staff Health: This committee shall have three sub-committees:

1. Health Education: The function of this committee shall be to provide appropriate living arrangements in the houses; residence and to investigate and approve rooms for graduate nurses who must live outside.

2. Committee on Student and Staff Health: The function of this committee shall be to organize medical and dental services for the faculty and students and to assist in the organization of the hospital of the local nursing and in the organization of interest in the protection of health of the nursing group.

3. Committee on Student and Staff Health: The function of this committee shall be to organize and provide first aid for students and staff members.

Section 9. Committee on Faculty and Students: The function of this committee shall be to consider and recommend to the faculty any revision of these by-laws and to propose any revisions deemed necessary.

ARTICLE X - Voting Body and Powers

Section 1. The voting body shall consist of all active members of the faculty. Section 2. It shall be the duty of a member, when it is impossible to be present at a meeting, to notify the secretary prior to the meeting.

ARTICLE XI - Roll Call

There shall be roll call at each regular meeting of the faculty.

ARTICLE XII -- Amendments

The by-laws may be amended or repealed or new by-laws adopted at any meeting by a two-thirds vote of the active members present.

ARTICLE XIII -- Order of business

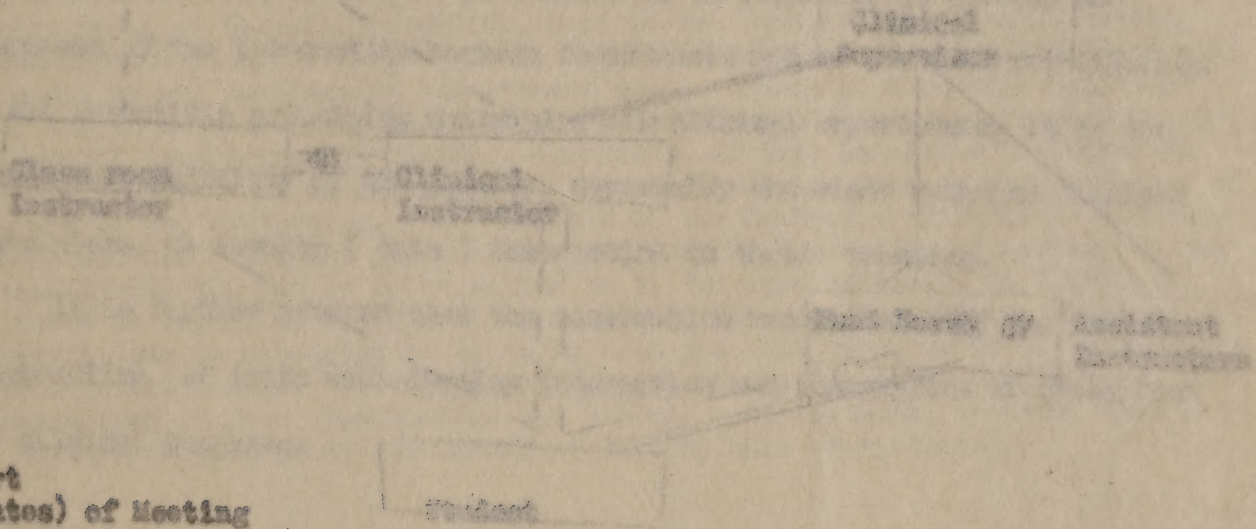
The order of business shall be :

- | | |
|-----------------------------------|-------------------------------------|
| 1- Call to order | 5- Unfinished business |
| 2- Reading of the minutes | 6- New Business |
| 3- Reports of standing committees | 7- Announcements and communications |
| 4- Reports of special committees | 8- Adjournment. |

Associate in
Charge of Instruction

Associate in Charge
of Nursing Service

June, 1941



Report
(Minutes) of Meeting
Mineographed form
Summary of action taken
Policy

A SUMMARY OF HIS POSSIBLE DUTIES OF RESPONSIBILITY

INSTRUCTION

EXPERIENCE

ADVANCE

Figure 2

The by-laws may be amended or repealed or new by-laws adopted at any meeting by a two-thirds vote of the active members present.

ARTICLE XIII -- Order of business

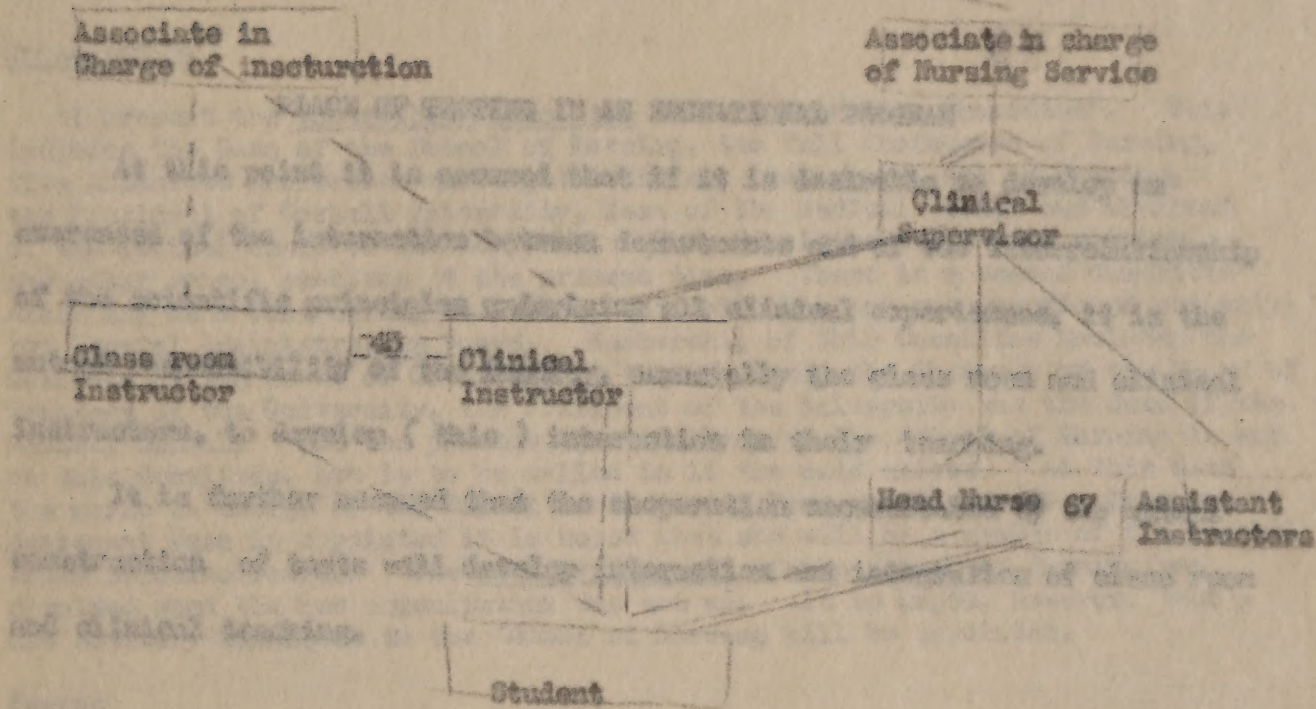
The order of business shall be :

- 1- Call to order
- 2- Reading of the minutes
- 3- Reports of standing committees
- 4- Reports of special committees
- 5- Adjournment
- 6- Announcement and correspondence
- 7- New business
- 8- Unfinished business

June, 1941

Report
(Minutes) of Meeting
Minneapolis Town
Summary of action taken
Policy

Second, the liability of the student, who is protected from the unbridled guidance of the class room situation, is subject himself to a total teaching situation where each **Director of Nursing School and Nursing Service** has a part of the responsibility and use of the information between departments not only of the basic principles underlying this information.



A CONCEPT OF THE POSSIBLE PATTERN OF RESPONSIBILITY

INSTRUCTION EXPERIENCE ADVISORY

Figure 2

PROBLEMS CONVERSATION WITH MISS BESSIE PARKER - CORNELL-NEW YORK HOSPITAL

NOVEMBER 25, 1944

Second, the inability of the student, who is projected from the unified guidance of the class room situation, to adjust herself to a total learning situation when each clinical department sees her as a possible learner of one compartmentalized subject, but not of the interaction between departments not the inter-relatedness of the basic principles underlying this interaction.

Organization

PLACE OF TESTING IN AN EDUCATIONAL PROGRAM This includes the Dean of the School of Nursing, two full professors of Nursing, five Assistant Professors, the President of Cornell University, Dean of the Medical School and Chairman of the Board of Medical Education. There is a second committee of the scientific principles underlying all clinical experiences, it is the mutual responsibility of the faculty, especially the class room and clinical instructors, to develop (this) interaction in their teaching. It is further assumed that the cooperation necessitated by the mutual construction of tests will develop interaction and integration of class room and clinical teaching.

Examination

The same course is given to both degree and diploma students. The degree granted is B.S. in Nursing. The first degrees were granted in 1942. The only control which Cornell has directly over the degree students is through the approval of the two year college admission requirements to the School of Nursing. No member of the Cornell University faculty other than the Nurse Examiners instruct or in any way evaluate these students after admission. Students are received from any college which is accredited by the American Association of Colleges and Universities, and also by the Regional Accrediting Association.

Diploma

The diploma is given to both three year and five year students and bears the signature of the Chairman of the Board of Managers of the Hospital, and the Dean of the School of Nursing.

Second, the liability of the student, who is protected from the
united guidance of the class room situation, to adjust himself to a total
learning situation when each clinical department sees him as a possible
learner of one compartmentalized subject, but not of the information
between departments and the interrelationships of the basic principles under-
lying this information.

PLANS OF TEACHING IN AN EDUCATIONAL PROGRAM

At this point it is assumed that it is desirable to develop an
awareness of the interrelation between departments and of the interrelationship
of the scientific principles underlying all clinical circumstances. It is the
actual responsibility of the faculty, especially the class room and clinical
instructors, to develop (this) interrelation in their teaching.
It is further assumed that the cooperation necessitated by the actual
coordination of facts will develop information and integration of class room
and clinical teaching.

TELEPHONE CONVERSATION WITH MISS BESSIE PARKER - CORNELL-NEW YORK HOSPITAL

The Hospital carries out NOVEMBER 29, 1944 program.

Enrollment

Number of students in School is 365. Began admitting to Cornell University-New York School three years ago. 40% of the first group had two years of college and were eligible for the degree. The next year 60%; the current year 80%. They are still admitting a few with high school preparation only, but with excellent academic records. There are a few with two years of college but not accredited by Cornell, and these are not eligible for a degree. They hope to soon reach 100% admissions eligible for the degree.

Organization

At present the Controlling Committee is "the Executive Committee". This includes the Dean of the School of Nursing, two full professors of Nursing, five Associate Professors and eight Assistant Professors, all of Nursing, the President of Cornell University, Dean of the Medical School and Chairman of the Medical Board of the Hospital. This Committee deals with curricula and other school problems at the present time. There is a second Committee which may be a Controlling Committee, but which has not yet functioned actively; the General Administrative Board. Membership of this Committee includes the Chairman of the Board of Governors of the Hospital, the Chairman of the Board of Trustees of the University, the President of the University and the Dean of the Medical School. (At the present time the Dean of the School of Nursing is not on this Committee, but is to be called in if the need arises. At this date the nurse in charge of the School is an Acting Dean and Director. When a permanent Dean is appointed it is hoped that she will be a member of the General Administrative Board.) The Advisory Council of the School of Nursing was dissolved when the new organization was set up. It is hoped, however, that a new Advisory Committee to the School of Nursing will be appointed.

Degree

The same course is given to both degree and diploma students. The degree granted is B.S. in Nursing. The first degrees were granted in 1942. The only control which Cornell has directly over the degree students is through the approval of the two year college admission requirements to the School of Nursing. No member of the Cornell University faculty other than the Nurse Appointments instruct or in any way evaluate these students after admission. Students are received from any college which is accredited by the American Association of Colleges and Universities, and also by the Regional Accrediting Association.

Diploma

The diploma is given to both three year and five year students and bears the signature of the Chairman of the Board of Managers of the Hospital, and the Dean of the School of Nursing.

The hospital carries entire cost of the program.

All students after the six months pre-clinical period have a total week of 48 hours, including class etc. For the first year group of about 200, week is approximately 12-14 hours, leaving 34-36 hours for ward assignment. In the second and third years, exclusive of the Junior Cadet period, the class hours range from 4-8, leaving 40-44 hours for ward assignment. During the Junior Cadet period there are no class hours, so the student works 48 hours per week on the wards during the last six months.

December 11, 1944.

MEMORANDUM - to Miss Johnson

From - Miss Sleeper

Re: Visit to New York Hospital

The organization chart for the Cornell University - New York Hospital School of Nursing is hereto attached.

The control in this School of Nursing lies in the joint Administrative Board with the possibility of ultimate referral (if necessary) to the Cornell Board of Trustees and the Society of the New York Hospital Board of Governors. On this joint Advisory Board sit, the President of the University, the Dean of the Medical School, the Chairman of the Board of Medicine of the New York Hospital, a representative of the Board of Trustees of the University, a representative of the Board of Governors of the New York Hospital, the Director of the Hospital.

The policies of the School of Nursing thus far have been initiated in the Executive Faculty. This includes the President of the University, the Dean of the School of Nursing, the Chairman of the Medical Board of the Hospital, the Assistant Dean of the School of Nursing, the Associate Director of the School of Nursing and the Department Heads.

Minor policies are settled by this Executive Faculty; major policies would be referred for approval to the Joint Advisory Board.

There are two other Committees in this organization interested in the School:-

(1) the Council. This is advisory in character but represents a group with considerable authority, including the President of the University, a representative of the University Trustees, President of the Board of Governors of the Hospital, the Dean of the Medical School, Chairman of the Medical Board, Director of the

(2)

Cornell- N.Y. Hospital
12/11/ 1944

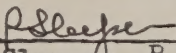
Hospital, Dean of the School of Nursing, and two Alumnae of the School of Nursing.

(2) The Alumnae group. Appointment of Alumnae members for this Committee was recommended by Miss Wolf to the Board of Directors of the Alumnae Ass'n. This Committee is now somewhat inactive and includes Miss Mary Beard, Miss Annie Goodrich and Miss Jordan who was the Director of the New York Hospital ~~and~~ School before the new organization ^{came into} ~~was made being~~ Doctors in the Medical College giving considerable instruction in the Nursing School are appointed by the University as Professors in the School of Nursing. The School is financed by the New York Hospital. There is no endowment. There is no change in the management of the finances as compared with the old plan. The Dean annually sets up the Budget which is taken to the Hospital Director for discussion and is then sent to the President of the University. It is finally approved by the joint Administrative Board. This Budget is approximately \$ 80,000. and pays all officers of the School, all departments heads and supervisors ^{who teach but no head nurses} Maintenance is charged to the Hospital; salaries to the School of Nursing. At the end of each year, the Hospital Comptroller makes a report of expenditures to the University. The School also pays the Medical College for Science instruction ^{Supplies} ~~and assistants~~. The admissions are handled entirely by the School of Nursing with the exception of the college transcripts. These are approved by the University Admissions office. The School has no contract but has an understanding with the University, a copy of which is hereto attached. The diploma is headed "Society of the New York Hospital created by Charter of King George" - - - - - " Miss X - has satisfactorily completed

Cornell - N.Y. Hospital
12/11/1944

the three year course in the Cornell University- New York Hospital School
of Nursing and is duly recommended by the Faculty of the School - - - - - "

^{12 15}
Signed by the President of the Board of Governors of the Society of the New
York Hospital and the Dean of the School of Nursing.



Ruth Sleeper, R.N.
Assistant Principal

Organization Chart

Cornell University-New York Hospital School of Nursing

Cornell University
Board of Trustees

Society of The New
York Hospital
Board of Governors

Pres. of Univ.
Dean of Med.
Chair Hosp. Board Med.
Rep. Univ. Trustees
Rep Hosp. Board
Director of Hosp.

Joint
Administrative
Board

President
University

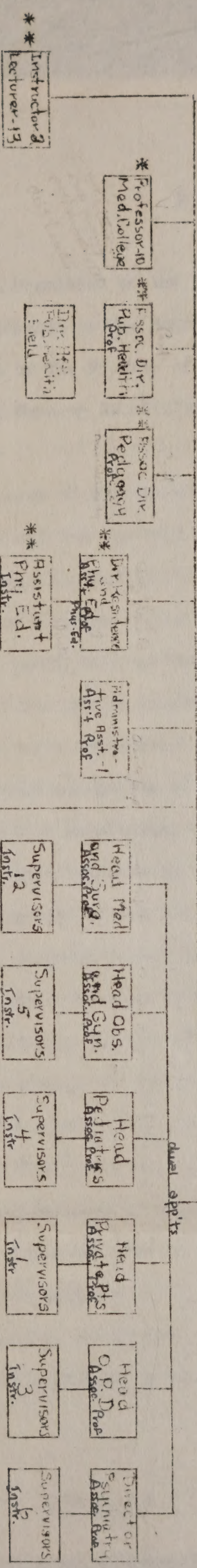
Council
(Advisory)

Pres. of Univ.
Rep. Univ. Trustees
Trustees - Hosp. Board
Dean of Med.
Chairman Hosp. Med. Bd.
Director of Hospital
Dean of Nursing Sch.
& Alumnae

Alumnae
Committee

Administrator -
in-Chief
Hospital

Director, Sch. of Nurs.
Director, Nurs. Service
Asst. Dean



*Not on School of Nursing Budget
 ** Not responsible for Nursing Service
 Note: All faculty members not starred have dual appointments: from the University and from the hospital

July, 1942

Confidential

C O P Y

The Executive Committee of the Board of Governors of The Society of the New York Hospital recommends to the Board of Trustees of Cornell University and the Board of Governors of The Society of the New York Hospital that the New York Hospital School of Nursing be affiliated with Cornell University under the following arrangements:

1. That the name of the new affiliated school include both the name of Cornell University and The New York Hospital School of Nursing.
2. That the affiliation become effective with the opening of the next term in which first year students in the School begin work.
3. That the School have as its administrative head a dean or director who shall also be director of the nursing service of the New York Hospital.
4. That the basic requirement for admission to the School of Nursing be two years of college work acceptable to Cornell University. (It may be well to provide, however, that in exceptional cases applicants with less than two years' of completed college work but showing unusual ability and promise be admitted to the School with the approval of the dean or director.)
5. That the proposed curriculum of the School of Nursing be presented in tentative form at this time and be so developed as to require not less than two and a half years (thirty months) exclusive of vacations.
6. That the Faculty of the School of Nursing include the heads of the several departments of the Cornell University Medical College.
7. That the faculty of the School of Nursing be responsible for the curriculum and for the maintenance of instruction of college grade meeting the academic standards of the other colleges of the University.
8. That, upon satisfactory completion of the required course of study in the School of Nursing, candidates be eligible for an appropriate degree from Cornell University and for a diploma in nursing from The Society of the New York Hospital.

- The Executive Committee of the Board of Governors of the Society of the New York Hospital recommends to the Board of Trustees of Cornell University and the Board of Governors of the Society of the New York Hospital that the New York Hospital School of Nursing be affiliated with Cornell University under the following arrangements:
1. That the name of the new affiliated school include both the name of Cornell University and the New York Hospital School of Nursing.
 2. That the affiliation become effective with the opening of the next term in which first year students in the School begin work.
 3. That the School have as its administrative head a dean or director who shall also be director of the nursing service of the New York Hospital.
 4. That the basic requirement for admission to the School of Nursing be two years of college work acceptable to Cornell University. (It may be well to provide, however, that in exceptional cases applicants with less than two years of completed college work but showing unusual ability and promise be admitted to the School with the approval of the dean or director.)
 5. That the proposed curriculum of the School of Nursing be presented in tentative form at this time and be so developed as to require not less than two and a half years (thirty months) exclusive of vacations.
 6. That the faculty of the School of Nursing include the heads of the several departments of the Cornell University Medical College.
 7. That the faculty of the School of Nursing be responsible for the curriculum and for the maintenance of instruction of college grade meeting the academic standards of the other colleges of the University.
 8. That, upon satisfactory completion of the required course of study in the School of Nursing, candidates be eligible for an appropriate degree from Cornell University and for a diploma in nursing from the Society of the New York Hospital.

It should be provided that, in the exceptional cases noted in paragraph 4, the diploma from the Hospital may be awarded although the degree from the University is not conveyed.

9. That The Society of the New York Hospital assume full financial responsibility for the School of Nursing including any increase in the costs of operating the present School which may be made necessary through the formal affiliation with the University.

10. That the University appoint the Society of the New York Hospital as fiscal agent for the University for handling all funds employed in connection with the School of Nursing. (As such fiscal agent The Society of the New York Hospital would be required to render an account to Cornell University in such form as to meet the requirements of the University auditors. It is also understood that additional periodic reports from the fiscal agent would be rendered as requested by the University.)

11. That any increase of income resulting from an increase in student fees be applied toward increased costs of the School of Nursing, or with the approval of the Joint Administrative Board, held in reserve by The Society of the New York Hospital, against any deficits in the operation of the School, or applied to current deficits.

12. That any increase in fees introduced in connection with the affiliation of the School shall not apply to students now enrolled in the New York Hospital School of Nursing. However, such of these students as meet the requirements of the University and are permitted to apply for the degree may be required when admitted to candidacy for the degree to make additional payments designed to meet the expenses incurred by the University in connection with the granting of the degree.

The accompanying exhibits supply concrete detail on the following phases of the proposed affiliation;

- | | |
|--|---|
| 1. Curriculum of the School | 5. Suggestions for faculty appointments |
| 2. Budgets and proposed fees | |
| 3. Suggested plan of organization | |
| 4. Present and proposed requirements for admission, promotion and graduation | |

It should be provided that, in the exceptional cases noted in paragraph A, the diploma from the Hospital may be awarded although the degree from the University is not conveyed.

9. That the Society of the New York Hospital assume full financial responsibility for the School of Nursing including any increase in the costs of operating the present School which may be made necessary through the formal affiliation with the University.

10. That the University appoint the Society of the New York Hospital as fiscal agent for the University for handling all funds employed in connection with the School of Nursing. (As such fiscal agent the Society of the New York Hospital would be required to render an account to Cornell University in such form as to meet the requirements of the University auditors. It is also understood that additional periodic reports from the fiscal agent would be rendered as requested by the University.)

11. That any increase of income resulting from an increase in student fees be applied toward increased costs of the School of Nursing, or with the approval of the Joint Administrative Board, held in reserve by the Society of the New York Hospital, against any deficits in the operation of the School, or applied to current deficits.

12. That any increase in fees introduced in connection with the affiliation of the School shall not apply to students now enrolled in the New York Hospital School of Nursing. However, each of these students as meet the requirements of the University and are permitted to apply for the degree may be required when admitted to candidacy for the degree to make additional payments designed to meet the expenses incurred by the University in connection with the granting of the degree.

The accompanying exhibits apply concrete detail on the following phases of the proposed affiliation:

1. Curriculum of the School
2. Budgets and proposed fees
3. Suggested plan of organization
4. Present and proposed appointments
5. Suggestions for faculty appointments

December 11, 1944.

MEMO - To Miss Johnson

From - Miss Sleeper

Re: - Conference with Miss Margaret Conrad, Professor of Nursing,
Columbia- Presbyterian School of Nursing

^{organization plan for this}
A diagram of this School is hereto attached which shows the relationship of the School of Nursing to the University and also the administrative control of the School.

The School is administered by the Nurse Director who occupies a chair of Nursing in the Medical School. She is responsible for the School of Nursing to the Committee on Nursing Education which in return is responsible to the Faculty of the Medical School, ^{that} in turn to the Committee on Administration of the Medical School and ^{that} in turn to the University Council.

The policies of the School are first set up by the Committee on Nursing Education, approved by the Committee on Administration of the Medical School and ultimately ^{if of sufficient importance} by the University Council.

The Committee on Nursing Education includes Miss Conrad, the Chief of the major services ^(doctors) (that is medical, surgical, obstetrical and pediatric) plus two other doctors who are elected to serve on the Committee. This Committee discusses and acts on recommendations from the Nursing Faculty.

The Committee on Administration of the Medical School includes the Dean, with officers appointed from the University Administration.

The Faculty of the Medical School is ^{not} automatically composed of all professorial appointments. With the exception of a small number of permanent members, the members of the "Faculty of the Medical School" ^{body} are re-elected annually. ^{are men of professorial rank who}

^{professional rank}

Conrad - 12.11/1944

body"

Nominations for the Faculty are made by the Committee on Administration.

There is only one nurse who sits with the Medical School Faculty, - namely Miss Conrad. No other nurse has ever been elected to this Faculty.

The organization of the Nursing School within the Medical School is the same as that for dental and other departments.

Miss Conrad fills the dual post of Professor of Nursing in the Medical School and Director of Nursing in the Presbyterian Hospital. Until recently, all nurses giving instruction were joint appointments with Hospital and Medical School each paying one half of the salary. Because of the income tax complications and the complications in retirement plans of both Hospital and University, this procedure of sharing the salaries is now given up. Appointments will continue to be joint but the School Budget will carry the salaries of each nurse with professorial rank, of ^{the} full time instructors, and ^{of the} the four clinical supervisors on the two major services where students are introduced ^(Medical and Surgical). The Hospital is carrying the maintenance of all University appointments. This ^{latter} apparently does not make a problem with their income taxes or pension plans.

There are seven assistant professors but thus far no associate professors.

Miss Conrad believes there are some associates to be appointed.

The School is financed from students' tuition and fees and through the contributions of the Hospital which is approximately \$ 60,000. per year, plus maintenance given to the instructor group. This is approximately the amount which the Hospital was paying for the School when the School was taken over by the Medical College.

Tuitions are collected by Columbia University. The Hospital gives the \$60,000. to the so-called "Corporation Income" which is held by the University Treasurer.

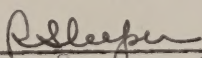
The understanding is that if all of this \$60,000. is not spent, it will be returned to the Hospital at the end of the year. Miss Conrad's Budget this year was approximately \$ 80,000. The only endowment which the School of Nursing has is a small one which had been collected by the Alumnae and friends of the School.

Conrad - 3
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Income from this is a part of the \$60,000, used for the School's support. Miss Conrad's Budget is given annually to the Dean of the Medical School and approved by him. Miss Conrad's office continues to carry all admissions activity excepting in those instances where a college credential does not follow the usual pattern. In such a case this credential is sent to the University Admissions Office, or periodically (if there are several of these) a representative from the Admissions office comes to the School of Nursing to clear questionable credentials.

There is no Committee on the School of Nursing. There is still a Hospital Advisory Committee on Nursing which is primarily interested in the School but considers mainly the questions of residences, food etc.

The diploma for the Presbyterian was discussed. Miss Conrad knows of no reason why the wording was given except sentiment and a desire to hold the Presbyterian School name as foremost as possible. The name of the School on the diploma does not indicate correctly the relationship of the Presbyterian School to the College of Physicians and Surgeons. It is not an affiliation; it is a merging with loss of autonomy for the School of Nursing.



Ruth Sleeper, R.N.
Assistant Principal

COLUMBIA - PRESBYTERIAN HOSPITAL SCHOOL OF NURSING

Columbia University Trustees

President

Provost

University Council

College of P.S.

Dean

Com. on Administration { Dean of Medicine
 & univ. Admin. Officers

Faculty of Medicine

Departments of Medical College

Nursing (School)

Committee on Nursing Education

Dean of Nursing School
 Chief Med. Surg. Ped. Obs.
 Services and
 2 other doctors appointed
 to serve on Com.

Prof of Nursing & Director of Nursing

Nursing (Service)

Departments of the Hospital

Presbyterian Board of Managers

President

Executive Vice Pres. (or Hosp. Director)

Teaching Staff of
 School

Nursing Staff of
 Hospital

COLUMBIA - PRESBYTERIAN HOSPITAL SCHOOL OF NURSING

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President

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University Council

College of P. & S.

Dean

(Dean of Medicine
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Faculty of Medicine

Dents. of Medical College

Nursing School

Committee on Nursing

Education

Dean of Nursing School

Chief, Med. Surg. Ped. Obs.

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Teaching Staff of
School

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Departments of the Hospital

Nursing Service

Prof. of Nursing & Director of Nursing

Nursing Staff of
Hospital

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Academic & Clinical Relationships

I School of Nursing

